



Richland County Council  
 STRATEGIC PLANNING AD HOC COMMITTEE  
**MINUTES**  
 May 5, 2022 – 2:00 PM  
 Council Chambers  
 2020 Hampton Street, Columbia, SC 29204

COMMITTEE MEMBERS PRESENT: Jessica Mackey Chair; Paul Livingston and Chakisse Newton

OTHERS PRESENT: Bill Malinowski, Derrek Pugh, Gretchen Barron, Overture Walker, Michelle Onley, Anette Kirylo, Tamar Black, Leonardo Brown, Ashiya Myers, Patrick Wright, Abhijit Deshpande, Brittney Hoyle-Terry, Angela Weathersby, Kyle Holsclaw, Justin Landy, Randy Pruitt, Stacey Hamm, Jennifer Wladischkin, Steven Gaither, Dwight Hanna, Zachary Cavanaugh, Dale Welch and Aric Jensen

**CALL TO ORDER** – Ms. Mackey called the meeting to order at approximately 2:00 PM.

**ADOPTION OF THE AGENDA** – Mr. Livingston moved, seconded by Ms. Newton to adopt the agenda as published.

In Favor: Livingston Mackey and Newton

The vote in favor was unanimous.

**ITEMS FOR DISCUSSION**

a. **Strategic Planning Work Shop Report (Draft)**

Goal Objective	Initiative	Proposed Owner	Timeline / Metrics
<b>Objective 4.1: Establish plans and success metrics that enable smart growth</b>	➤ Define “Smart Growth” and identify future growth areas in each County district including 1) defined roles for staff and officials overseeing success metrics implementation and 2) proper adherence to the Land Development Codes	<b>Accountability / Ownership:</b> All Departments, County Administration, County Council	<b>Continuous process beginning FY 2023</b>
	➤ Develop heat-map overlays of existing and future infrastructure		
	➤ Prioritize improvements to County infrastructure based on County priorities.	GIS	<b>Implement by FY 2025</b>
	➤ Implement a plan for department interaction to achieve organizational goals	Administration and Procurement	
	➤ Engage in a holistic Diversity Study to determine resource availability		
	➤ Bi-annually (every 2 years) review and update the county’s SLBE capture area to make sure there is		

	sufficient contractual competition (currently at 25-mile radius)		
<b>Objective 4.2: Coordinate departments to prepare for planned growth in areas by providing water, sewer, and roads in necessary locations</b>	<ul style="list-style-type: none"> <li>➤ Develop 2,5,10-year capital improvement plans relying on GIS maps</li> <li>➤ LRTP land use components adopted into comprehensive plan by 31 Dec., 2022; By Dec 31, 2022, create a Comp. Plan dashboard that includes statistics related to the Comp. Plan and its various initiatives. Examples: % of map amendments approved determined compliant with the Comp Plan; # of new housing units built each year; % of open space set-aside as part of new subdivisions; # of developments utilizing green development incentives; and % of grey-field development to greenfield development</li> </ul>	<b>Accountability / Ownership:</b> Administration and All Departments	<b>Annually beginning FY 2023</b>  <b>Metrics:</b> <i>(See example metrics in 4.2 Initiatives)</i>
<b>Objective 4.3: Create excellent amenities and facilities</b>	<ul style="list-style-type: none"> <li>➤ Define goals for excellent amenity and facility creation, and prepare maps to identify areas that are lacking plans for maintenance repairs to be targeted</li> </ul>	<b>Accountability / Ownership:</b> RCEDO OSBO GCS	<b>FY 2023</b>  <b>Metrics:</b> Goals and mapping creation
<b>Objective 4.4: Provide equitable living and housing options</b>	<ul style="list-style-type: none"> <li>➤ Identify corridors that are lacking housing options</li> <li>➤ Create check-in meetings with Charlotte and Greenville Counties to understand regional trends and sentiments</li> <li>➤ Review Richland County housing options to establish an equitable living and housing strategy. Address gaps in resident funding capabilities for housing (i.e., mortgage capabilities, tax burdens, job prospects, etc.)</li> </ul>	<b>Accountability / Ownership:</b> County Administration County Council RCEDO	<b>Beginning FY 2022 for all to complete and provide report in 12 months.</b>  <b>Metrics:</b> Monitor and address housing needs Meetings with neighboring departments

Ms. Mackey inquired if anyone had input on Objective 4.3.

Mr. Livingston stated a lot of our facilities include elected and appointed officials. He inquired how we would go about engaging those officials, as they have a lot of input on their facilities.

County Administrator Brown responded we would need to include those officials.

Ms. Livingston requested adding those officials to the accountability/ownership box.

Ms. Mackey inquired if we defined other groups, for example, recreation.

Mr. Brown responded recreation could be included. He noted they may not have identified all the layers, when it came to community partners. When they looked at accountability and ownership they were looking at what the County could control and not entities we do not have direct control over.

Ms. Newton stated the word “amenities” needed to be more clearly defined. Oftentimes, the word “amenities” is used to describe things that would be external to the County and more quality of life items.

Ms. Mackey suggested removing the word “amenities” and focus on “facilities”. She noted, to her, the initiatives would address what we are trying to achieve.

Mr. Brown noted they could have a defined goal to determine how Richland County could support their partner agencies that enhance the quality of life.

Ms. Mackey inquired if anyone had input on Objective 4.4.

Ms. Newton inquired as to how, and at what point, metrics and criteria would be created. In addition, how will we define equitable living and housing options?

Ms. Mackey responded they should determine what is equitable to the County. She inquired if anyone had input for defining metrics.

Mr. Brown responded they will have to look at the definition to determine the criteria of what we would be measuring.

Ms. Mackey inquired if we needed to specifically compare Richland County to Charlotte and Greenville. To be more realistic, she wants to focus on best practices in areas similar to Richland County.

Ms. Newton noted we need to define housing and have it fleshed out more.

Goal Objective	Initiative	Proposed Owner	Timeline / Metrics
<b>Objective 5.1: Champion the organization and County wins</b>	<ul style="list-style-type: none"> <li>➤ Development and implementation of new County website to include additional customer self-service functions and clear / consistent messaging</li> <li>➤ Develop strategic communication plan and evaluate current state of communication to identify and address areas for improvement. Plan should include evaluation of all media avenues to determine methods for maximum impact as well as methods to ensure consistent communications message throughout all media channels. Plan should also include process to ensure visibility of County projects including the Transportation Penny.</li> <li>➤ Review neighboring projects to compare to Richland County’s efforts and incorporate into annual internal report</li> </ul>	<b>Accountability / Ownership:</b> Communications / Public Information Office (PIO)  County Administration  County Council  All Departments  Completion Timeline: 6 – 18 months	<b>Beginning FY 2022 – with implementation in phases within 18 months.</b>  <b>Metrics:</b> Identify County wins  Website functionality Increased speaking engagements  Assessed neighboring county projects
<b>Objective 5.2: Foster positive public engagement to allow us to “tell our own story”</b>	<ul style="list-style-type: none"> <li>➤ Develop community networks to develop opportunities for public speaking engagements to educate the community on Richland County services and projects for communication 5.2 (1).</li> <li>➤ Identify key audiences, social capital organizations, and partners to determine most effective and frequent communication</li> <li>➤ Ensure messaging is morale-boosting and catered to targeted audiences, and establish proactive media relationships and gather a wide variety of department specific and</li> </ul>	<b>Accountability / Ownership:</b> Communications / PIO  Speakers Bureau  County Council	<b>Beginning FY 2022 – with implementation in phases within 18 months.</b>  <b>Metrics:</b> Increased speaking events  Establish communications

	technical information to communicate through these relationships		
<b>Objective 5.3: Create a Public Information team focused on public engagement</b>	<ul style="list-style-type: none"> <li>➤ Create a communication team to allow employees to be County ambassadors to ensure the County has a proactive communication to internal and external parties.</li> <li>➤ Make Public Information Office (“PIO”) aware of all department efforts to ensure the most complete community engagement possible. for consistent messaging and clearly define PIO role</li> </ul>	<b>Accountability / Ownership:</b> PIO  All Departments  Developed talking points  Establish PIO Office	<b>Beginning FY 2022 full deployment within 24 months.</b>  <b>Metrics:</b> Public Information Team creation
<b>Objective 5.4: Complete and celebrate penny projects to create excitement in the community</b>	<ul style="list-style-type: none"> <li>➤ Develop a comprehensive communication strategy for Penny tax projects to include hashtags and taglines for penny uses and penny signs using appropriate funding sources and engage in ribbon cutting events for transportation projects funded through penny programs and engage in public education on what the penny’s purpose is Rely on public testimonials for value-add transformation stories. Gather best practices for modeling penny projects statewide</li> <li>➤ Establish a landing page on County website for penny highlights / penny project completion</li> </ul>	<b>Accountability / Ownership</b> PIO and Transportation Department	<b>Begin development FY 2022 with full deployment within 24 months then ongoing updates.</b>  <b>Metrics:</b> Completed and celebrated Penny projects
<b>Objective 5.5: Communicate vision and mission throughout County and residents</b>	<ul style="list-style-type: none"> <li>➤ Use of key words and tag lines from mission statement through social media campaigns</li> <li>➤ Develop consistent talking points across media platforms</li> <li>➤ Clearly develop the County’s “identity” through case studies and best practices for community branding/image plans</li> <li>➤ Remove communication silos by increasing visibility into departments, staff members, Council, and the County residents and introducing more public meetings</li> </ul>	<b>Accountability / Ownership:</b> PIO  All Departments  County Administration  County Council	<b>6 – 18 months</b>  <b>Metrics:</b> Increase use of mission statement  Best practices development  Increased department communication
<b>Objective 5.6: Involve residents in community engagement plan development</b>	<ul style="list-style-type: none"> <li>➤ Develop a community engagement plan with realistic expectations of potential benefits, including: <ul style="list-style-type: none"> <li>○ Develop resident lists for involvement in community engagement plan</li> <li>○ Ensure capitalization on current community conversations for community enhancement</li> <li>○ Create department specific public engagements</li> </ul> </li> </ul>	<b>Accountability / Ownership:</b> GCS, PIO,  All Departments	<b>FY 2022 complete within 12-18 months.</b>  <b>Metrics:</b> Developed community engagement plan with community input

<b>Objective 5.7: Ensure residents have a clear understanding of what County Government functions are</b>	<ul style="list-style-type: none"> <li>➤ Reestablish “Richland 101” as an educational campaign communicating government functions and positive County attributes to residents, businesses, and partnering organizations</li> <li>➤ Establish communication strategy addressing other entities with the word’s “Richland County” in their organization’s name to ensure the public knows what is / is not controlled by the Richland County Council.</li> <li>➤ Create staff and Council fieldwork initiatives to enhance visibility and communicate County functions, services, and goals directly to the public (e.g., taking the Government to the people)</li> </ul>	<b>Accountability / Ownership:</b> PIO  GCS  All Departments  County Administration  County Council	<b>FY 2022 to complete within 18 months and ongoing thereafter</b>  <b>FY 2023 create plan within 12 months.</b>  <b>Metrics:</b> Create and complete field initiatives  Update Richland 101 campaign
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Ms. Mackey inquired if anyone had input on Objective 5.1

Mr. Livingston stated under initiatives we should get the public engaged in championing our cause.

Ms. Newton stated there should be a two-way communication and listening on the side of the county as an educational component. She inquired about the meaning of *“Review neighboring projects to compare to Richland County’s efforts and incorporate into annual internal report”*

Mr. Brown stated he would be willing to remove that initiative.

Ms. Newton inquired about adding intermediate steps in regards to updating the County website.

Mr. Livingston stated community partners could also tell the county’s story.

Ms. Mackey stated Objective 5.3 could be included in Objective 5.1.

Ms. Newton agreed with Ms. Mackey. She stated she was concerned about staffing and budgeting, and if, we could address a small part of this currently, as it was seen as something critical.

Mr. Brown stated the employees that are currently engaging with the public and agencies, would be provided the ability to do so effectively with training.

Ms. Mackey stated Objective 5.5 could also be included in Objective 5.1.

Ms. Newton and Mr. Livingston agreed with Ms. Mackey.

Ms. Mackey suggested changing Objective 5.6 to develop a community engagement plan. She inquired if any had input on Objective 5.7.

Ms. Newton stated establishing something like “Richland 101” would allow them more flexibility versus reestablishing “Richland 101”.

Mr. Livingston suggested replacing “establishing Richland 101” with “establish an educational campaign.”

Goal Objective	Initiative	Proposed Details	Timeline / Metrics
<b>Objective 6.1: Establish competitive salaries</b>	<ul style="list-style-type: none"> <li>➤ Explore a livable wage model for County employees through competitive benchmarks</li> <li>➤ Undertake a compensation study for all County positions that establishes appropriate compensation for specific skills. Rely on market trends, neighboring organizations, and County capabilities to increase competitive salary</li> <li>➤ Implement 6.1 (2) to re-classify key positions and review existing staff salaries</li> </ul>	<b>Accountability / Ownership:</b> For items 6.1 (1 and 2) County Administration  County Council  Human Resources	<b>FY 2023 12 months</b>  <b>FY 2022 complete within 12 months</b>  <b>Late FY 2023 then 12 months to develop implementation strategy.</b>  <b>Metrics:</b> Reclassified positions  Establish benchmarks  Metrics for competitive salaries
<b>Objective 6.2: Encourage investment in employee and County development</b>	<ul style="list-style-type: none"> <li>➤ Determine appropriate staffing levels and create implement a workforce development program for County employees. Consider inclusiveness and equitability in hiring and promotions.</li> <li>➤ Establish internships, stipends, and grants for workforce growth in Richland County Government to encourage local government employment.</li> </ul>	<b>Accountability / Ownership:</b> County Administration  County Council  Human Resources  Increased staff, internships, and grant opportunities  Increased promotions	<b>FY 2023 12 month development time then develop implementation timeline.</b>
<b>Objective 6.3: Modernize technology</b>	<ul style="list-style-type: none"> <li>➤ Perform a technology assessment to prioritize and assess County operational needs</li> <li>➤ Further develop a cybersecurity program in Richland County Departments</li> <li>➤ Redesign website and add technology to internal operations and departments for user friendly experience and to improve customer experience</li> <li>➤ Work closely with department leaders to recruit and retain high quality talent</li> </ul>	RCIT  All Departments	<b>FY 2022 full development by FY 2023 adoption. Implementation 12 months by FY 2024.</b>  <b>Metrics:</b> Cyber upgrades  Website redesign  Completed Technology Assessment

			Continued technology modernization efforts
<b>Objective 6.4: Address employee related matters</b>	<ul style="list-style-type: none"> <li>➤ Develop an implementation strategy using the results of the compensation study in 6.1 (2) to establish a salary growth plan and career progression</li> <li>➤ Review health insurance and family benefit costs and consider additional benefits for employees</li> <li>➤ Update the Grievance Policy to ensure alignment with current employment policies, procedures, and practices. Review Committee process, procedures, and standard operating procedures to ensure due process in all Committee activities.</li> </ul>	<b>Accountability/Ownership:</b> For both 6.4 (1 and 2) County Administration County Council Human Resources	<b>FY 2024 budget following 6.1(2) completion.</b>  <b>FY 2023 12-18 month process for all benefits.</b>  <b>Metrics:</b> Established salary growth career  Reviewed health insurance and family benefit costs  Established employee committee
<b>Objective 6.5: Develop metrics of accountability to “stay the course”</b>	<ul style="list-style-type: none"> <li>➤ Implement a process of strategic plan management to correspond to the Strategic plan. The plan should ensure timely accountability, completion timeline, and metric submissions for all strategic plan initiative items, and benchmark department functions to ensure strategic plan progress</li> <li>➤ Conduct employee performance evaluations annually.</li> <li>➤ Introduce Standard Operating Procedures (SOPs) for all strategic objectives in Goal 6 to build a body of guiding documents each department can use</li> </ul>	<b>Accountability / Ownership:</b> County Administration  County Council  All Departments  Human Resources and Department Directors  All Departments	<b>FY 2023 12 months</b>  <b>Ongoing with updated process and plan within 18 months</b>  <b>Ongoing with implementation of formal process to include review plan and first documents with 24 months</b>  <b>Metrics:</b> Complete strategic Initiatives

			Completed employee evaluations  Benchmarks and SOPs
<b>Objective 6.6: Create reporting dashboards</b>	<ul style="list-style-type: none"> <li>➤ Implement a performance measurement system to documented progress and history of activities related to County operations that utilizes data and analyze trends for operational efficiency</li> <li>➤ Notify Council members about activities in their districts</li> </ul>	<b>Accountability / Ownership:</b> County Administration  County Council  All Departments  Clerk To Council	<b>Completion of initial process and implantation with by July 1, 2023. This will be an ongoing process.</b>  <b>Ongoing</b>  <b>Metrics:</b> Historic trends and data tracking  Introduce council member updates
<b>Objective 6.7: Address current and future resource needs</b>	<ul style="list-style-type: none"> <li>➤ Complete 911 Call Center development by November FY2023 and other ongoing capital development projects</li> <li>➤ Build and complete Family Services Center for DSS and related agencies.</li> <li>➤ Develop realistic 2, 5 and 10 year capital improvement plan to identify and allocate resources for various uses. Plan should be updated annually and modified to match needs and available resources.</li> <li>➤ Quarterly meetings with division network infrastructure for Richland County Information Technology (RCIT)</li> </ul>	<b>Accountability / Ownership:</b> County Administration  Procurement  RCSD  Administration  Finance  Budget  All Departments	<b>Completion slated for December 31, 2023, and occupancy January 2024.</b>  <b>RFP issuance once funding sources is secured. 24 month building estimate.</b>  <b>Development of new plan in FY 2023 fiscal year and ongoing.</b>  <b>Metrics:</b> Complete 911 Call Center Identify resources  Quarterly meetings established

			Bond repayment plan completion
<b>Objective 6.8: Build a new courthouse / Develop proactive maintenance plans</b>	➤ Address Courthouse facility concerns and communicate with State and Federal resources for funding to develop a new, multi-purposed Courthouse building. Plan should reflect timeline and requisite steps.	<b>Accountability / Ownership:</b> County Administration  County Council	<b>1-3 years for plan development</b>  <b>Metrics:</b> Identify funding resources, and plan facilities program

Ms. Newton inquired how much is already underway in regards to Goal 6, and if we need to include to incorporate funding into the budget process.

Mr. Brown responded the things currently happening are staff led initiatives. He noted they want to create a program on how we want to address salaries and compensation.

Ms. Mackey inquired if Objective 6.3 needs to list the County website, as that was included in Goal 5. She also inquired if “*Work closely with department leaders to recruit and retain high quality talent*” should be under “Modernizing technology”.

Mr. Brown noted both of those could be removed, as they can be accomplished in other places.

Ms. Newton wants to ensure recruitment and retention of high quality talent is addressed in the strategic plan.

Ms. Mackey inquired if the first two initiative for Objective 6.4 would fit better under Objective 6.1. She inquired if Objective 6.1 could be changed to “establish competitive compensation” and under initiatives to add health insurance.

Ms. Newton inquired about updating the grievance process.

Ms. Mackey questioned whether the initiative matched the objective.

Ms. Newton stated the wording needs to be addressed. The heart of this is a feedback mechanism where employees can give their input.

Ms. Mackey stated she would like to address the wording of the objective. She inquired if employee evaluations should be included in Objective 6.4 or 6.5.

Mr. Brown stated it would be appropriate for Objective 6.5 as the feedback for Objective 6.4 will not necessarily come back to Council unless we implement a form of rewards.

Ms. Newton inquired about the phrase “staying the course”.

Ms. Mackey stated we could remove the language.

Mr. Brown stated “staying the course” is to strive for operational excellence by performing the evaluations, which will help measure if we are “staying the course.”

Ms. Mackey inquired about input on Objective 6.6.

Ms. Newton inquired about notifying councilmembers.

Mr. Brown stated there are a lot of planned activities that take place in Councilmembers' districts that are not always communicated to Councilmembers. This is to help councilmembers be aware of planned activities so they may participate.

Mr. Livingston inquired if it should state "planned activities/events".

Ms. Mackey inquired if the Capital Improvement Plan (CIP) was included in another goal other than Objective 6.7.

Mr. Brown responded in the affirmative.

Ms. Mackey suggested removing the CIP from Objective 6.7 and move the quarterly meetings to Objective 6.3.

Ms. Newton inquired if November 2023 is a firm deadline for the 911 Center. She inquired about other on-going capital development projects.

Mr. Brown responded, for this particular instance, the date certain needs to be changed as we do not control the resources to make sure it happens. He stated the other on-going capital development projects could be another bullet point.

Ms. Mackey stated she does not see how on-going projects tie into operational excellency. She inquired if it was a budgetary thing they needed to track.

Mr. Brown stated it was a stretch to include the projects with the initiative, but there was not a place to add the projects and they need to be addressed.

Ms. Mackey inquired if the projects could be added to Goal 3 under "Fiscal Responsibility".

Ms. Newton stated it could also go under the facilities section.

Mr. Brown responded it could definitely be moved.

Ms. Mackey stated staff should decide if the projects should go under fiscal responsibilities or facilities.

Ms. Newton inquired if the Courthouse needed to be a separate issue or be included in the facilities section.

Mr. Livingston suggested moving the Courthouse to Objective 6.7.

Ms. Mackey stated she believed building a courthouse should be under the Capital Improvement Plan. Develop a proactive maintenance plan could be placed under the facilities section.

**ADJOURNMENT:** Ms. Newton moved, seconded by Mr. Livingston, to adjourn.

In Favor: Livingston, Mackey and Newton

The vote in favor was unanimous.

The meeting adjourned at approximately 3:12 PM.